

139th Airlift Wing

Annual Report



2020

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Cover photo: Staff Sgt. Jordon Blake, ce, an electrician with the 139th Civil Engineer Squadron, and Tech. Sgt. John Good, equipment accountability element with the 139th Logistics Readiness Squadron, Missouri Air National Guard, package food for the Backpack Buddies program, at Second Harvest Food Bank, in St. Joseph, Missouri, April 29, 2020. Children enrolled in Backpack Buddies, the supplemental weekend feeding program of Second Harvest Community Food Bank, receives a healthy breakfast, a healthy lunch and a healthy snack each weekend during the school year. Missouri Guardsmen are assisting local organizations within the community as part of a state-wide effort to distribute food to those in need, during the COVID-19 response. Second Harvest Community Food Bank is a nonprofit food Distribution Center, which helps families, individuals and seniors across our 19-county region. (Photo by Tech. Sgt. Patrick Evenson)

Wing Commander

The year 2020 will go down in the history of our Wing as a unique time; marked by the unprecedented challenges of pandemic, matched only by an equally powerful response by our wing to innovate and adapt. Our team successfully answered the call of our State and our Nation, fulfilling our oath to protect and defend against all enemies. Although we could not have predicted the enemy of 2020, your steadfast commitment to service was unwavering and together we are confronting and winning against the virus and its impacts.

We are winning in our community and state. Through your tireless efforts to serve, our Wing made invaluable impacts to thousands of Missouri citizens this year. We provided much needed nourishment to families and children through the Second Harvest Community Food Bank and No Hunger Summer. We offered piece of mind through numerous mobile Community Based Testing Sites and the Triumph Foods Testing Site. We strived to improve communication and lessen fear through our support of the Missouri COVID-19 hotline. We delivered compassionate care to those suffering from the virus through Missouri's first Alternate Care Site, and we prepared for the unimaginable by standing up our mortuary affairs professionals.

We are winning abroad. Our Wing successfully trained, equipped, deployed and redeployed more than 100 members and aircraft to war this year. In a normal year, this is a challenge. In 2020, it could have been impossible if it were not for the efforts by our team to adapt and overcome. I am so grateful for all the heroic things our team accomplished, and especially thankful to have these heroes home safely for the Holidays. We also remember our Airmen that are currently deployed, and work towards their safe return.

We are winning for our future. We made real progress on our strategic initiatives this year, with two groundbreaking on our Communications and Simulator buildings. We solidified our leadership role in tactical airlift with modernization of our aircraft underway. Our community started the final phase of a levee project that will protect our wing from flooding, and our City entrusted us with 86 more acres

of Rosecrans Airport ground to expand our future home. We have a bright future at the Wing and your contributions this year prove our worth and clearly justify these vital investments.

As my path now diverges from the Wing that I have called home for 32 years, I take a moment to reflect. To be part of a group that willingly shoulders the chaos of life and commits to making the world a little better each day is a powerful and life changing experience. In my darkest moments of doubt and fear, the example of service exhibited by all of you, has been my inspiration to continue striving to be better. This sense of responsibility has inspired me to be a better officer, a better husband, a better father and ultimately a better man. I am better each day because of all of you. My wish is that you find the same meaning in your life that I have found through serving in the 139th Airlift Wing.

Sincerely,
Ed



Col. Ed Black
139th Airlift Wing Commander

Economic Impact

Fiscal Year 2020

| | |
|--|----------------|
| • Salaries, Wages, and Monetary Benefits | \$ 65,516,527 |
| • Education Benefits* | \$ 5,920,464 |
| • AATTC Students/Symposiums | \$ 1,777,141 |
| • Construction and Capital Investment | \$ 17,482,000 |
| • Operation and Maintenance Expenditures | \$ 16,223,280 |
| • Military Personnel (MilPers) Expenditures | \$ 1,963,393 |
| • Active Duty, Air Force Reservist, ADOS/MPA Tours | \$ 4,644,797 |
| • AVPOL | \$ 1,639,422 |
| • Weapon System Sustainment | \$ 5,607,800 |
| • TOTAL EXPENDITURES | \$ 120,774,824 |
| • TOTAL IMPACT (1.8 multiplier) | \$ 217,394,683 |

*Education benefits are based on the enlisted personnel pursuing undergraduate education. The total 4 year process for a Bachelor's degree was then broke down annually and based on 60% of the total enlisted personnel utilizing their benefits



A groundbreaking ceremony is held for the new C-130 Flight Simulator Facility for the 139th Airlift Wing, Missouri Air National Guard, at Rosecrans Air National Guard Base, in St. Joseph, Missouri, Oct. 20, 2020. In attendance were state and local officials, as well as the adjutant general of the Missouri National Guard, Maj. Gen. Levon Cumpton. (Photo by Tech. Sgt. Patrick Evenson)

Command Chief

"I learned that courage was not the absence of fear, but the triumph over it. The brave man is not he who does not feel afraid, but he who conquers that fear." – Nelson Mandela

2020 What a year! For those of us lucky enough to be KC Chiefs fans, the year started out pretty spectacularly! Go Chiefs!

I try to maintain a "Glass Half Full" mindset, so despite 2020 presenting extremely difficult challenges, I choose to look for the positives and quickly realize once again how fortunate I am to be part of such an amazing team! It started with our stellar COMM team ensuring we had a way to function virtually. Then, when our State called, we saw the first ever real world deployment of our HRF and FSRT teams, followed quickly by support for community based testing, food distribution, call center, and other medical support services. As all of this was happening, the Wing successfully prepared for, processed, and deployed our AEF team... this was a huge effort from all organizations within the Wing, once again showing the 139 is "Always Ready and Ever Willing"!

As we come to the end of 2020, I ask you to continue to be involved in making the 139th the organization you want it to be! I would also like to say thank

you to those that have retired after years of service, thank you to those that have deployed either locally and around the world, (and those that coordinated/supported those deployments), thank you to those that kept our operations going, thank you to those that have worked to keep us safe, thank you to those that have helped us maintain our Resiliency so that we can continue to serve, and thanks to all of you for your continued sacrifice and commitment!



Kris Neros
Command Chief Master Sgt.
139th Airlift Wing



Outstanding Airmen of the Year

Airman

- A1C Jennifer Cornelius – 139 LRS

NCO

- SSGT Krystalyn Davis – 139 AW

First Sergeant

- MSGT Nicholas Borgmeyer – 139 LRS

SNCO

- SMSGT Kelly Kunkel – 139 MXS

Company Grade Officer

- Capt Julius Rice - AATTC

Field Grade Officer

- Maj Jared Kirk – 139 OSS

139th Operations Group

The 139th Operations Group has maintained a warfighting readiness status and deployed to the Middle East region in support of Operation Inherent Resolve (OIR) and Operation Resolute Support (ORS) despite facing incredible and unprecedented challenges with the COVID-19 global pandemic. Our members have been actively involved in local, state, and national operations. We executed real world airlift missions in the Middle East, Hawaii, and all over the CONUS.

COVID-19 challenged the 139th OG by forcing the unit to evolve rapidly in order to work effectively in a virtual environment while simultaneously executing both airlift training and real world missions. A Concept of Operations (CONOPS) was rapidly developed, and through technology, most support functions in the OG overcame a deluge of obstacles and were able to successfully adapt to the virtual workspace concept. These efforts supported flying missions, and minimized exposure of our Airmen to COVID-19 to the maximum extent possible.

Throughout all of these changes, the Operations Group continued to excel and follow the “Mission First-People Always” standard for tactical airlift and air traffic control units in the Air National Guard.

Tactics and Intel: The 139th OSS Tactics division continues to solidify a working relationship between the Missouri Air National Guard and the Nebraska Army National Guard. The 139th AW was the lead unit responsible for organizing personnel airdrop evolutions conducted in January 2020, with two more training events scheduled for December 2020 and January of 2021. The multi-state relationship provides critical joint planning and execution experience for multiple warfighting units paving the way for more complex, joint-service training scenarios.

The 139th OSS Tactics and the 98th Flying Training Squadron conducts monthly free-fall parachute training at Peterson Air Force Base, Co. This unique partnership provides Air Force Academy cadets their first exposure to Mobility Air Force combat assets and aircrews while satisfying the requirement for airdrop training. Furthermore, this one day evolution allows the 139th AW the ability to conduct off-station training while adhering to operational risk management con-



Sunset on the ramp during the AEF deployment in support of Operation Inherent Resolve (OIR) and Operation Resolute Support (ORS). (Photo by Lt. Col. Barrett Golden)

straints imposed by COVID-19.

Aircrew from the 139th AW assisted in the verification of surface to air threat emitters in the Smoky Range near Salina, KS. The one day verification enables Smoky range operators to provide realistic surface to air threat for MAF & CAF tactical aircraft and aircrews.

The 139th OSS Tactics has partnered with the 1st FW to explore opportunities to plan and execute Agile Combat Employment (ACE). The intent of the exercise is to expose potential shortfalls of integrating legacy aircraft with 5th generation fighter aircraft in the event that a rapid movement of assets from a forward deployed location becomes necessary. Planning is ongoing for an early 2021 exercise.

The 139th OSS Tactics division purchased and distributed pocket sized Military Tactics Training & Procedure guides for aircrew and mission planners. These guides provide a quick reference for joint fire capabilities, military brevity, air space structures, and theater air ground systems. Utilizing these guides will enable the 139th AW warfighter to have a personal reference guide available during planning and real time employment.

The 139th OSS Tactics division developed a new relationship with 19th OSS, Little Rock Air Force Base, AR by utilizing their landing and drop zones near Ft Smith, AR. This partnership exposes our aircrew to landing on a dirt landing zone which is a requirement for new aircraft commanders to complete



Loading a P9 firetruck at an undisclosed deployed location in support of Operation Inherent Resolve (OIR) and Operation Resolute Support (ORS). (Photo by Lt. Col. Barrett Golden)

the full certification required for wartime deployments.

In preparation for the 180th Airlift Squadron's American Expeditionary Force (AEF) commitment, 139th OSS Tactics along with the 139th OSS Intel prepared multiple briefings of the current threat environment, deployed squadron operations, defensive systems refreshers, and flying products academics. In addition the 139th OSS Intel division deployed Intel Airmen to the Middle East in support of the AEF, a critical addition in order to study, analyze, and brief aircrew on real world threat during their flying missions.

Airfield Management: In 2020 Airfield Management started the year working through a few minor weather events affecting flying operations, ultimately resulting in zero mission cancellations due to snow related weather events. Airfield Management continually works directly with base Civil Engineering and the FAA, ensuring safety of flight through the issuance of multiple 7460's throughout the year which authorized multiple construction activities on or near the airfield without interruption of mission requirements. Through a diligent Airfield inspection process, zero mission cancellations occurred due to airfield inoperability. Additionally, Airfield Management annually files over 600 flight plans, publishes over 80 NOTAMS and issues over 70 PPR's.

Aviation Resource Management: The ARMS shop maintained aircrew proficiency as Primary COMSEC Responsible Officers for the entire group, AAT-TC and WIC missions. The efforts of ARMS provided

29 AO's, 438 Flight Authorizations, 2,127.1 total hours, 1,128 sorties, and 3,500+ training events logged for the year. Transferred 140+ Flight Record Folders to the new electronic version. Two members deployed with the AEF for 120 days.

Aircrew Flight Equipment: The AFE Airmen were involved in a COVID-19 rapid response request from MO Guard State Headquarters and sewed over 1,000 face masks for front line workers and 139th AW personnel providing PPE during mass national shortage. In preparation and execution of the AEF, Aircrew Flight Equipment Airmen supported 200+ hours training for contingency operations and palletized 10K lbs of cargo. Six AFE troops deployed in support of the AEF. While deployed, AFE revitalized numerous large programs to include COVID-19 decontamination and mitigation strategies with coordination with CE and Med Group. Zero AFE mission delays in theater. AFE implemented three new contingency equipment items; improved aircrew body armor, survival "football kit", and survival vests. They also conducted just in time aircrew training to Wing staff and ensured multi-airframe qualified members were safe to fly. They also trained 60 Firefighters on AFE equipment and proper doffing and handling AFE in case of flight emergency to maximize aircrew safety.



Aircrew Flight Equipment Airmen produced over 1,000 masks during the initial stages of the COVID pandemic. They answered the call from MO State HQ and supplied front lines workers and 139th Airmen in response to a national shortage of PPE like masks. (Photo by Master Sgt. Robert Olerich)

241st Air Traffic Control Squadron

Challenges in FY 20 confronted the way the 241st does business while meeting the Designed Operational Capability of the Unit. The most obvious test to the organization this year has been the COVID Pandemic. Despite shelter-in-place orders, limited essential operations and the slow increasing return to normalcy, members of this organization still performed Air Traffic Control Tower duties with zero degradation to services that are provided to the City of Saint Joseph, the 139th Airlift Wing, AATTC and WIC C-130 missions. Simultaneously, the radar team is training two members of the Louisiana Air National Guard in the Radar Approach Control.

In March, the 241st traveled to its sister squadron, in Hawaii, for annual training in order for operations and maintenance personnel to practice the build-up and teardown of the MPN-14K mobile radar. After getting the Unit in-place, members of the Unit immediately began training in: Terminal Instrument Procedures, Site Survey to conducting preventative maintenance inspections and joint training with members of the 297th ATCS. Additional opportunities to meet Higher Headquarters directives provided scenarios for the IG Team to conduct a LRE on the Unit, along with Public Affairs conducting broadening training for one of its members.

During this timeframe, in the continental United States and Northwest Missouri, various business, professional sports organizations and schools were closed down due to COVID. Because of the situation back home, the safety of the Units personnel and their families, the Unit cut its Field Training event short and redeployed back to home station. The flexibility of 139th AW leadership along with the dedicated efforts several of the Unit's members, allowed for planning, logistics and secure redeployment of the force inside of 4 hours.

Pandemic Operations afforded other opportunities to our assist our local community. Six members of the organization transported generators and air conditioners to support COVID testing for nearly 2400 Triumph Foods employees located in the City of Saint Joseph. These members not only provided Electrical Power and Air Conditioning support, but wired the various



The 241st Air Traffic Control Squadron trained with the 297th Air Traffic Control Squadron in Kapolei, Hawaii, March 12, 2020. (Photo by Senior Airman Audrey Chappell)

medical testing shelters at the site to receive these services. This support ensured that the multi-day testing event allowed for uninterrupted labor at the second largest pork processing plant in the United States providing 1.3B pounds of meat annually. Presently, the 241st is still supporting contact tracing efforts for the State of Missouri.

Six members of the Unit trained with National Guard Bureau and Air Force Flight Standards Agency in the realm of deployable air traffic control approach landing systems site survey. This training opportunity afforded the members of the organization to effectively and accurately place its various UTCs on an airfield in order to provide air traffic control and precision and non-precision approach services.

Additionally, the 241st ATCS continues to support its Reserve Component Period and has 3 members deployed to Africa in support of Operation FREEDOM SENTINAL. Their mission is sustaining the air traffic control command and control function supporting the Combatant Commander's counter terrorism, intelligence, surveillance and reconnaissance mission. As always, the determination of the men and women of this organization met each one of these tests, overcame and successfully carried out the myriad of missions placed before them.

139th Maintenance Group

UBIQUE GENTIUM IN BELLO AC IN PACE
In peace or war around the world

The 139th Maintenance Group performed over 29,322.9 direct man ours and generated 870 sorties executing 2,149.3 flying hours, while also supporting off-station operations around the world this year. Once again, we started out the year completing several upgrades to our fleet to include the AMP I ADSB-Out modification. These upgrades were complete on five aircraft locally with our members working alongside of depot teams. The team welcomed CMSgt Brian Jansen to the MXG in February as our Group Superintendent. CMSgt John Chavez was welcomed as a MXS Superintendent, and (C)SMSgt Kelly Kunkel was welcomed as the MOF Superintendent.

During Operation Show Me COVID-19 Response, the 139MXG continued to execute the local flying hour program, generating 22 local training missions,

2 Weapons Instructor Course (WIC) cross-country deployments, 15 JA/ATT and 7 MRA missions. Above all the MXG generated four aircraft and deployed them in support of Operation Inherent Resolve & Operation Freedom Sentinel. The accomplishments by the MXG were completed using split shift operations in an effort minimize COVID-19 exposure.

The MOF acted as the Unit Control Center during Pandemic OPS ensuring proper reporting for over 100 MXG member's base access, contact tracing, and health status to the Wing Operations Center daily. MOF personnel also established the first ever Virtual RSD OPLAN. The first two days of execution this plan satisfied 87 G081 training items, 172 deployment items, and 804 ARCNet items for a grand total of 1,063 training requirements.



A C-130H Hercules aircraft, assigned to the 180th Airlift Squadron, Missouri Air National Guard, sits in the Newlon Hangar at Rosecrans Air National Guard Base, in St. Joseph, Missouri, August 27, 2020. The C-130 Hercules primarily performs the tactical portion of the airlift mission, fulfilling a wide range of operational missions in both peace and war situations. (Photo by Tech. Sgt. Patrick Evenson)

The year 2020 has provided the 139 AMXS to show how resilient and prepared we are to meet any mission assigned, ultimately providing five aircraft for the AEF and delivering them on time to keep our mission seamless without delay of progress. With limited personnel available home station, aircraft 90001798 was damaged during an unexpected severe storm. 1798 was removed from service to perform in depth inspections to quantify the possible damage sustained. Our airmen returned 1798 to service in minimal time conducting over 300-man hours of work, maintaining no interruption to operations.

The Avionics specialist led the Maintenance Squadron's efforts to continue the fleet's system upgrades with the ADSB-Out modification. They used their skills and talents to work through new testing procedures on a system with no formal training. The unseen piece was the number of younger airmen who excelled in upgrade training allowing for the successful deployment of the AEF as well as meeting home station mission needs during the pandemic.

The Propulsion section worked with transitional issues concerning -15A engines resulting in new Technical Data to be adapted by Rolls Royce and Air Force program managers. They completed multiple TCTOs concerning 54H60 Propellers resulting a much higher rate of removals from service and back shop build ups of new propeller assets.

Metals Technology increased capabilities in preparation for future flood evacuations by adding an 110V table top lathe. In addition, was able to complete a cargo door table fulfilling a special work request from the ISO Dock. The Non-Destructive Inspection Laboratory received one modernized ultrasonic testing unit in efforts to keep up with changing field equipment technology and capabilities. Moreover, NDI played a vital role in making sure aircraft 1798 was still structurally airworthy after a tornado. The inspection team spent over 60 man-hours inspecting 16 critical areas to aid in bringing the aircraft back to FMC.

The munitions section maintains a stockpile in excess of 1.5 million dollars, 20 tons of assets with a net explosive weight in excess of 3,300 pounds. Consisting of 135-line items to support 14 custody accounts. Provided 4 Aircraft with full Mobility Standard Configuration Loads in support of the AEF.

Aerospace Ground Equipment (AGE) troops

Other Maintenance Actions

| | |
|-----------------------------------|-----|
| • Isochronal inspections | 4 |
| • Home station checks | 6 |
| • Transfer/Acceptance inspections | 2 |
| • Special inspections | 554 |
| • Time changes | 79 |
| • Aircraft document reviews | 44 |
| • Aircraft wash | 28 |
| • Delayed discrepancies | 44 |
| • Time compliance technical order | 97 |

received two new Air Conditioning units and one Hydraulic Jacking Manifold, bringing the total number of equipment account items to 183, for a total worth of \$5,704,612. Over 80 pieces of powered support equipment maintained, repaired, inspected, and returned to service with 100% success.

Our isochronal inspection team relocated operations into the fuel cell hangar, accommodating the Newlon hanger maintenance and upgrades. The Repair and Reclamation shop continued to excel by developing 3 CDAR team chief's maintaining over \$260,000 in total assets.

The actions of the Maintenance Group have ensured the 139th Air Wing C-130H fleet is always ready and ever willing to support the State of Missouri and the United States of America.



C-130H Hercules aircraft, assigned to the 180th Airlift Squadron, Missouri Air National Guard, fly over medical facilities in the Northwest Missouri region, May 6, 2020. Two aircraft conducted the fly-overs as a show of solidarity in support of healthcare workers and all essential employees who are helping to combat COVID-19. (Photo by Tech. Sgt. Patrick Evenson)



A C-130H Hercules aircraft, assigned to the 180th Airlift Squadron, Missouri Air National Guard, performs an airdrop at Rosecrans Air National Guard Base, in St. Joseph, Missouri, Sept. 12, 2020. The airdrop was a part of a training exercise conducted in conjunction the 139th Medical Group. (Photo by Airman Basic Janae Masoner)

139th Medical Group

"The MDG had numerous members deploy for Operation Show-Me COVID-19 Response 2020 establishing a model alternative care site, working at a veteran's home, doing community based testing and state vaccination planning. While accomplishing COVID-19 response, we still supported the medical needs of our deployers and the wing while maintaining readiness training for the Homeland Response mission and our federal mission. The skills, dedication and volunteerism of our Airmen always amazes me and should be commended. As I hand command to Lt. Col. Horn, I know the group is in good hands and will continue to shine." - Mr. Kevin Echterling, 139th MDG administrative officer

In March, 10 members of the 139th Medical Group deployed to Weldon Springs, Missouri, in support of a collective training exercise (CTE) for the Missouri Homeland Response Force (MO-HRF) Decontamination (DECON) and Command and Control (C2) Elements. The medical team provided initial and reoccurring medical checks for approximately 75 DECON and 25 C2 soldiers. In addition, the MDG Members performed several training scenarios including reconstitution tent setup, logistics accountability of medical assets and equipment, public health inspections, drinking water tests and convoy driver training. Personnel documented key shortfalls and updated the unit's standard operating guidelines (SOG) in order to improve the response and setup time.

Alternate Care Site. In response to the COVID-19 pandemic, 35 members from the 139th Medical Group were activated to form Task Force (TF) Pony MED for Operation Show Me COVID-19 Response. The medical group members traveled to Florissant, Missouri, from April to May to assist the Missouri Disaster Medical Assistance Team (DMAT) in setting up and operating the first Alternate Care Site (ACS) in Missouri. The deployment established the model for additional sites to replicate in the fight against COVID-19. Working alongside the MDG members were the St. Louis Metropolitan Pandemic Task Force made up of Missouri Army National Guard Public Affairs, Missouri Homeland Response Force Liaison Officer, MO DMAT, Missouri Highway Patrol; Missouri Department of Mental Health, Army Core of Engineers, Missouri Department of Health and Human Services and various contract organizations.

The ACS successfully reduced unnecessary burden on local hospitals and other healthcare facilities, helped infected patients maintain isolation, allowed low acuity patients to be monitored and treated and quickly transferred patients to higher levels of care if their condition deteriorated. Pony MED members also

provided life-sustaining and human services to the ACS population to include hydration, feeding, sheltering, temporary housing and personal support. The ACS housed 119 beds of which 111 beds were readily available. After roughly 30 days, operations were handed off to the 131st Medical Group.

Community Based Testing. Three members from the 139th MDG, Tech. Sgt. Kiley Hickok, Capt Audra Antes and Maj. Kristie Miller served as medical liaisons for the Swabbing Express as part of the Joint Task Force Pony Express from June to July. In response to the COVID-19 pandemic, Swabbing Express was responsible for the Community Based Testing on the west side of Missouri. This 52-member team coordinated with multiple civilian and military agencies and led to the collection of over 15,808 COVID-19 tests from Missouri residents. The team traveled to 44 different testing sites in 26 counties across the state. During the operation, no members from the Task Force tested positive for COVID-19. Additionally, TSgt Hickok was responsible for all the tracking and re-ordering of the critical personal protective equipment (PPE) for the entire mobile testing operations, more than \$206,000 worth of medical supplies. This team proved instrumental in the State of Missouri's COVID-19 response which allowed the Department of Health and Senior Services to develop re-opening plans for Missouri.

Tactical Combat Casualty Care. TCCC is a new requirement for 4Ns. The training provides a baseline of skills to provide lifesaving care to casualties in three phases that can be experienced on the battlefield which are Care Under Fire, Tactical Field Care and Tactical Evacuation Care. In August, the 139th MDG sent eight members to Warrensburg, Missouri, to work with the Johnson County Ambulance District in order to become Tactical Combat Casualty Care (TCCC) instructors. Over the August RSD, those instructors and ones from the Johnson County Ambulance District

were able to bring a TCCC course to the Wing. The result was TCCC certification of 13 medics, nurses and providers. February 2021, the instructors will again work with Johnson County Ambulance District to certify 15 more medics and nurses along with adding one more instructor to the cadre. The efforts will result in 89% of the medics being trained prior to the Feb 2021 deadline. Additionally, the MDG will have nine instructors prepared to teach TCCC to wing members in the future.

Air Drop and Site Set-up. Over the September RSD, 30 members from the Detachment conducted field training on the drop zone at Rosecrans. The operation included a full footprint set up, simulated wound/injury treatments, movement of injured personnel, and a simulated re-supply airdrop. This type of exercise allowed for the various sections of Search and Extraction, Hotzone Triage, and the Treatment tent to review protocols, test equipment and develop as a team. The use of realistic patient scenario training allowed each section to practice individual and collective roles on the footprint. “Being able to see each section’s priorities and taking the time to teach as we go is the key to our success as a team,” said Lt. Col. Joshua Pead, Chief, Det 1 Medical Services.

COVID-19 Vaccination Planning. Lt. Col. Travis Hawks and Maj Kristie Miller were selected to be military planners for Missouri’s Interagency COVID-19 Vaccination Planning Team. To augment the administrative support of the team, this cadre of military and medical planners from the Missouri National Guard were requested to support the Department of Health and Senior Services and were deployed to assist with initial planning for a phased deployment of COVID-19 vaccinations across the state. This team was tasked with finding a “Show Me Strong” solution to the challenge of designing and implementing a statewide COVID-19 vaccination plan. Against a backdrop of frequently changing guidance, timeline uncertainties and an unprecedented scope of work, the Missouri Department of Health and Senior Services’ Bureau of Immunizations convened a broad-based group-made up of state, local government, healthcare and social work professionals, industry partners and community advocacy groups. The plan developed represents a combination of innovation and preparation. It was built upon successful emergency management plans refined over years of use and exercise, while utilizing

the strength of Missouri’s residents and communities to respond locally to help their neighbors and communities. By recognizing the likelihood of limited vaccine availability in the initial phase of any COVID-19 vaccination effort, this plan initially focuses those doses towards reducing or stopping the death and disability COVID-19 has brought to our state and by reducing the stress on our healthcare systems caring for our fellow Missourians.

Col. Kevin S. Echterling retired after 32 years of service 30 September 2020. A ceremony presided over by Col. Ed Black was held over the October RSD. Col. Echterling was born in St. Joseph and graduated from Bishop LeBlond Catholic High School in 1980. He earned his undergraduate degree in social studies from Missouri Western State University in 1985 and a master degree in Administrative Management in 1997 Northwest Missouri State University. After joining the Air National Guard in April 1988, Col. Echterling earned his commission as a second lieutenant in 1990 as a Medical Service Corps officer and was activated in support of Operation DESERT STORM. Following 9/11, Col. Echterling was activated again in support of the 139th contingency operations before his selection as the first full-time Medical Administrative Officer for the wing in 2007. Col. Echterling is a founding member of the medical element for the joint service Missouri National Guard Homeland Response Force and has served as the command and control medical liaison officer and medical on-site commander.



A member of the Johnson County Ambulance District demonstrates how to apply a junctional tourniquet during Tactical Combat Casualty Care training at Rosecrans on Aug. 1, 2020. (Photo by Staff Sgt. Audrey Chappell)

Logistics Readiness Squadron

The Logistics Readiness Squadron was faced with its most challenging task yet in Fiscal Year 2020. Challenged with sustaining a high operations tempo while continuing to provide the best customer service during a worldwide health pandemic. The men and women of the Logistics Readiness Squadron have proven to be resilient and committed to ensuring the mission never fails. This has been evident in the COVID-19 response missions being planned, conducted, and led by some of LRS' very own.

Traffic Management Operations (TMO) during FY2020 supported multiple inbound and outbound secure shipments, totaling 5,251 pieces 241,559 pounds inbound and 1,725 pieces 192,356 pounds outbound. They were able to ship 750 M-16 weapons to depot, which closed a mandatory suspense from NGB, four .50 caliber machine guns, and two MK19s; that were revitalized by other ANG units. TMO assisted the Communications Flight with a 10 skid pallet build-up and shipment banding for a critical equipment movement to the Defense Logistics Agency Disposition System (DLADS). Also going to DLADS in a separate shipment were three C-130 seat pallets that freed storage space for the Small Air Terminal, in preparation of their building remodel. TMO also facilitated movement of a 10,000 piece ammo RDO shipment to Whiteman AFB that was completed in record time and increased mission readiness of the 131st BW. During this fiscal year, TSgt Mike Hill, deployed in support of Operation INHERENT RESOLVE and SMSgt Rob Ward departed for deployment to support contingency operations in the Middle East.

Petroleum, Oils, and Lubricants (POL) continued their long tradition of excellence in multiple areas. The Operations section has worked with DLA-Energy and Tetra Tech as part of the RMMR program to allocate and update over \$500K in repairs and maintenance to the fuels facility at no cost to the 139th AW. POL continued to support the AATTC, WIC and Open Skies missions and to date has moved over 2 million gallons of fuel, made over 500 trips to the flight line, drew and analyzed over 5000 Laboratory samples, and reconciled over 3000 lines of accounting.

Vehicle Maintenance (VM) continues to provide

excellent service. Mechanics supported the Advanced Airlift Tactics Training Center (AATTC) and Operations Group during 8 classes. VM completed 562 work orders, including 1,259 sub-orders, culminating in a 95% Vehicle in Commission rate, besting the Air National Guard benchmark of 90%. In addition to this, Vehicle Maintenance supported Open Skies Treaty missions. Vehicle Maintenance also had a pivotal role during the COVID-19 pandemic. VM was able to provide vehicles to support Second Harvest which was providing meals to families suffering financially. VM also provided vehicles to support COVID-19 testing at several locations to include Triumph Foods in St. Joseph and multiple local and non-local locations. Three vehicle maintenance airmen stepped up and volunteered for orders at the inception of the pandemic and will continue to support efforts through the end of the calendar year. Vehicle Maintenance was able to perform a short term lease for 19 vehicles and picked up 6 HMMWV's from the Army for COVID support. During a "tornado" over the summer VM incurred damage to 8 vehicles totaling over \$8500.00 which required multiple man hours to maintain mission capabilities. VM was also fortunate during the FY to receive 2 new vehicles consisting of a 2020 Maintenance Utility Vehicle for our COMM squadron and a 2019 Osh Kosh fire truck.

Logistics Plans (LP) researched and completed the yearly OPLAN and Worst Case Scenario briefing with Wing leadership, ensuring that the Wing is fully informed and prepared to support Contingency and Emergency operations. Log Plans prepared and deployed 12 personnel in support of Operations DEEP FREEZE, FREEDOM SENTINEL, SPARTAN SHIELD, and INHERENT RESOLVE; as well as supported AFRICOM operations and a Raven Mission. In addition to deployments, the wing had 4 deployers return to Rosecrans and Log Plans coordinated in-processing for those members. Log Plans managed the planning process for the Air and Space Expeditionary Force (AEF) deployment. This included assisting the Installation Personnel Office (IPR) to complete the initial M4S taskings and publish E-49's for 188 members. Log Plans created the Deployment Require-

ments Manning Document (DRMD) to track the 188 members and 30 STONS of cargo. Not overlooked, Log Plans was also tasked by National Guard Bureau (NGB) to assist the IPR with Time Phased Force Deployment Documents (TPFDDs) to track the members going on 502(f) orders to assist with the COVID-19 pandemic. Log Plans created 18 TPFDDs which tracked 101 members and 37.96 STONS of cargo.

Air Terminal Operations (ATO) started off FY20 preparing for a much needed facility upgrade/ re-model. The project was approved for a \$480k facelift that included the first ever flight line visible ATOC office. The new office space will be vital to the overall success of ATO mission sets, by providing eyes on verification of what is transpiring on the flight line. In addition to the new ATOC office, newly renovated men's and women's bathrooms were installed complete with the first ever men and women's Locker rooms. With the completion of the construction project ATO was able to install their new packing lane tables. For the first time in the flight's history, riggers have the capability to pack 2 table style parachutes simultaneously. In January, ATO hosted a Joint Inspection (JI) course. In all, 14 2T2's attended the course; 10 of which belonged to the 139th LRS. Our members have volunteered to support local community missions, at local area school districts serving meals and at the Second Harvest Food Bank. To date they have been on the front lines of the local food bank, and have fed over 356,964 individuals, with an astonishing 6.3 million meals served at over 230 mobile pantry locations throughout northwest Missouri. Despite the many unknown and unforeseen challenges that FY20 threw at ATO, they persevered. In all, ATO moved over 918 passengers, 137.4 short tons of cargo, and packed, rigged, and recovered over 272,244 pounds of aerial delivery.

Materiel Management (MM) continues to aggressively train and standardize processes for three new supply troops as well as preparing for one new full time employee. Providing support to three distinct missions is a challenge that is faced head on; and something MM is consistently adjusting to ensuring mission success. During FY20, MM inventoried 6,233 line items with 66,681 assets worth \$17,900,000; completed 1,442 Repair Cycle Turn-Ins; verified and cleared 7,805 1348's; pulled 7,747 Issues, 7,582 Shipments; and processed 117 Condition Code changes.



Staff Sgt. Brent Matthews collects a sample of liquid oxygen for testing at Rosecrans Oct. 4, 2020. The fuels team works to support the mission by ensuring equipment and vehicles are fueled and ready. (Photo by Staff Sgt. Audrey Chappell)

Furthermore, MM created, changed or deleted 6,608 storage locations; inspected 1,894 warehouse assets; processed 161 MSI's issuing parts to aircraft; received 218 assets for put-away; and processed 2,474 Consumable RSP turn-ins to the shelf worth \$300,000. In addition to this, MM placed 2,905 clothing orders for 10,886 assets worth \$717,000. The HAZMAT section processed 241 receipts and 181 ISU/DOR's. The Individual Equipment Element, home of the clothing store, processed 4 pallets of DLADS clothing worth \$44,000; re-labeled and re-organized 1,200+ personnel clothing files; recycled 41,000 pounds of segregated scrap metal, aluminum and copper; which brought in \$3,000 to the Wing Environmental fund. Mobility completed a 100% inventory of 18,000 assets worth \$1,800,000; built and broke down 700+ bags in support of the ORA and 8 CBRNE training classes; washed 200+ gas masks and 1,000+ chemical training gloves; tested 140+ M50 gas masks for deploying members; assisted 100+ deployers issuing 500+ assets worth \$80,000 deployed mobility gear; cleared 600 assets off of the Mobility ILS-S Put Away Dashboard; shipped 900 base use M-16's/M-9's worth \$779,000; and received 170 replacement M-4's worth \$240,000.

MM participated in the AEF deployment; supporting the aviation package. During this deployment, MM deployed three members and 200 assets worth \$4,200,000. MM also supported the C130-H Weapons Instructor Course (WIC) class to Ft Campbell, KY with one member and 35 assets worth \$1,100,000.

Civil Engineer Squadron

"In these uncertain times, you can count on one constant: the undying desire of our airman to make a difference, provide hope, and instill the confidence and a peace of mind that, yes, we will answer the call." - Lt. Col. Eric Rawlings, 139th CES commander

Fiscal year 2020 started with the continuation of building upon the previous year's successes but quickly became one of the most challenging and difficult years to navigate. Dealing with the Global Pandemic of Covid-19 saw the most positive aspects of the 139th Civil Engineer Squadron in terms of volunteerism, dedication to the mission and the speed at which new processes were adapted. The 139 CES continued to perform its role providing its capabilities to the Wing and State missions with little to no impact. The squadron maintains a total of 449.25 acres of owned and leased land which holds 391,000 square feet of facilities worth more than 222 million dollars. With the move north in full swing, the squadron continued to focus on the design and construction of over 25,400 square feet.

As with any year, change is inevitable but this year was one of significance. Both a new commander and Chief Master Sergeant was brought in to replace retiring Lt. Col. Tracy Beattie and CMSgt Chad Slater respectively. Lt. Col. Eric Rawlings came over from the Operation Group to take command and CMSgt Josh Tilley was selected and promoted to fill the new role.

The Resources Advisor and Facility Manager had a tremendous year executing several substantial agreements and contracts. A full and highly successful execution of Cooperative Agreements 1021, 1022 & 1024 resulting in \$4.1 million in federal/ state funding took place. In turn a tri-annual audit was conducted on Appendix 1021 (Operations & Maintenance Activities) and Appendix 1022 (Environmental) with no findings found. This team was able to successfully obtain \$76 thousand from local SRM conversion component to accomplish 7 base wide projects including repairing the vital vehicle entry denial barrier. We saw the creation, funding validation and execution of a new Drop Zone mowing contract for 170 acres. There were also multiple base wide inspection/ contracts that included: hoist, backflow, firing range inspection/ lead abatement, lawn maintenance and tree removal to just name a few. The RA was also able to coordinate State



Airmen provided portable shelters to be used at a COVID testing site in St. Joseph.

approval and receive Federal funding to bring State Property Specialists into a competitive salary range.

Again, this year the engineering function continued to oversee the projects and steady progression of the move North. The Communication Building Construction project is in full swing and progressing rapidly. The entire Operations Group Facility (Building 17,17A) was gutted and a total remodel is nearing completion coming January 2021. A ground breaking ceremony was conducted for the new \$5.7M Simulator Building. This will house a full-motion Weapons System Trainer that will allow aircrews to conduct a large portion of training without putting additional flight hours on the Wing's C-130's. CE and the Contracting Office awarded nearly \$1M in locals SRM projects and \$350k in AATTC projects.

Not only did our Operations Maintenance Section have to deal with the Pandemic but also the Midwest weather. A severe thunderstorm producing a tornado struck the southern portion of the base causing significant damage to some of the buildings. They're rapid response to the aftermath and over \$200K in repairs created a safe working environment for members of the 139th.

Emergency Management was heavily involved with the States Covid-19 response. Members from this section coordinated with Local, state and federal agencies to provide support for various taskings. CE had members involved coordinating and setting up

a testing site at Triumph Foods in St. Joseph. This involved setting up tents and utilizing one of the units FORTS apparatus. Over a thousand tests were administered over a multi-day period. Members also volunteered for the Harvest Express and Cameron School lunch programs that provided food and meals to those affected most by the pandemic in the local area. A Covid-19 call-in Center was established in Jefferson City with several members working that mission providing needed resources and answers to those with question about Covid.

The Environmental Section was again busy conducting assessments, inspections and surveys ensuring the 139th stayed compliant with State and Federal Regulations. The effort put forth this year through this office was instrumental in being able to have the new lease signed for the land needed for the expansion of the North Development Plan. A Cultural Resources Archaeological Survey, as part of the Environmental Assessment and Environmental Baseline Survey Waiver was completed in conjunction with NGB to help with the finalization of the base Master Plan. Several contracts were solidified with NGB to begin in FY20. These include the Wetlands Delineation Survey, Air Emissions Inventory and Water Quality Management Plan contracts. With our continued partnership with the city of St. Joseph, a Stormwater Outfall Permit MOU was finalized.

The COVID-19 global pandemic has presented significant challenges to the countries emergency services organizations and the 139th Fire Emergency Services Flight is no exception. The department has had to adjust operations and confront the problem of how to deliver effective emergency response services while keeping our firefighters and their families safe. Minimum staffing, social distancing, mask wear and home quarantine are just some of the multi-layer protective measures in place to limit virus spread. These challenges did not curtail our responses to a total of 230 incidents including 42 structural emergencies, 7 aircraft emergencies, 4 medical responses, 8 mutual aid responses and 47 building inspections. The installation did not have a single fire loss again this year. Fire prevention is the cornerstone service and is the first line of defense against fire on the installation. One of the highlights of the year was our participation in COVID relief efforts in the local area. Early on in the pandemic four fire department members assisted



Firefighters battle a simulated aircraft fire on a mobile training plane at Rosecrans Aug. 30, 2020.

in the setup and tear down of a testing location at a large local employer. Over 2300 COVID-19 tests were accomplished at that site in just one week. Following that mission, those members continued to support the area communities by delivering produce and food items from the Second Harvest Food Bank, as well as, providing carryout meals to school children and families at Cameron Middle School.

Training during a pandemic comes with many hardships, however, the department was able to accomplish an annual FAA requirement by working with Missouri University Fire Training Institute. MUFTI transported a mobile aircraft fire training apparatus to Rosecrans. Our firefighters completed the annual training requirement and received invaluable experience by training together utilizing local equipment and apparatus. Despite the base personnel restrictions and modified work schedule for the department we were able to certify our personnel in 22 IFSAC upgrade courses. This includes 5 in-residence courses for Fire Officer III giving those personnel the ability to operate as Senior Fire Officers and Rescue Tech II to add to the capability and personnel for our Urban Search and Recovery team. We were also requested by HQ AMC IG to augment two Unit Effectiveness Inspections and assist other FES flights in ensuring they were correctly assessing their mission effectiveness.

The department concluded the year with the acquisition of a new P-23 major crash vehicle. The department looks forward to ushering in the new year with this state-of-the-art vehicle and provide continued exceptional emergency response services to our Wing and that of our community, state and nation.

Force Support Squadron

*"Supporting the Wing is the reason we are here. Our continued acts of service enable our Wing to accomplish the mission."
- Lt. Col. Michael Donaldson, 139 FSS commander*

Over the course of 2020, the 139th Force Support Squadron was challenged in ways that no one could have ever anticipated. From COVID 19 response, to Civil Unrest, and everything in between, it was the ultimate test of agility and adaptive leadership. The Wing as a whole was forced to adapt operations in order to ensure the safety of our members, and to maintain mission readiness. The Force Support Squadron followed suit, and our team did an outstanding job of thinking outside of the box to ensure that despite challenges, we were able to not only continue supporting our force, but to get even better at doing so!

The year began on a positive note as our services team competed with units across the Air National Guard, and after a thorough inspection our team was awarded the Kenneth W. Disney award. The award

recognizes excellence in guest service and meal quality and our team was #1 in the ANG! This was no easy task, and the most impressive part of this award was witnessing the genuine teamwork and commitment that went into this extensive process. MSgt Henderson's leadership approach, which both empowers and supports her Airmen was clearly superior to the competition, and the 139th can rest assured that they are in great hands well into the future. This is especially true considering the 95% retention rate in services.

While 2020 started out as expected, the situation changed shortly thereafter in March, as our team was sent into a telework and split-wing operating mode due to the COVID 19 pandemic. The ultimate leadership challenge had begun, as our team worked through many challenges such as network access,



Airmen from the 139th Force Support Squadron pose for a group photo at Rosecrans.

communication channels, ever changing guidance, and the perpetual need to continue supporting our force's standard needs as it relates to compliance training, formal school training, testing, bonuses, accessions, re-enlistments, promotions, demotions, separations, retirements, DEERS and ID card operations, meals, fitness, FSRT, lodging, systems access, IPR functions to include AFPAAS, Airmen and family readiness functions, maintain military readiness, and more. The challenge would have been much more manageable if the only task for our small full-time team of 13 was to figure out how to accomplish these standard functions in a "virtual" environment, but that was not the case.

As we operated virtually to mitigate risk internally, our 139th team was called into action to support State COVID missions in support of our fellow citizens. As our members were called upon it was critical that our team determine a way to meet the need of our State and Nation while operating in a virtual environment. Through great forward thinking, and not accepting the "it won't work", or "we can't" mentality, our team developed a virtual out-processing standard. This process was successful from the onset and as we continued to evolve, it was utilized to deploy and receive AEF deployers as well. On the surface it seems like a relatively easy task, however the 320+ members that we processed, were spread over the year and came with constant guidance and execution challenges. Additionally, our team led the AFPAAS, ORM, State by-name Pay Roster reporting requirements which required a significant commitment of time, and coordination



Tech. Sgt. Ashley Jenkins was recognized as a professional performer by Senior Master Sgt. Nicolas Ebert, an evaluator for the ANG's Senior Master Sgt. Kenneth Disney Award.

across the Wing, State and even the National Guard. Furthermore, the impact of almost daily guidance changes had a significant impact on our Force Development Office's workload as they continued to process members for basic training and technical training. A significant amount of time was spent in that office, as well as other sections to ensure that we were getting the job done, and done right!

Needless to say, 2020 would have been an easy year to give up, make excuses, and hold back our Wing's ability to execute, but "easy" isn't in the Force Support Squadron's vocabulary. Our team not only adapted our routines to be successful when it came to the standard mission, and the new missions & requirements, but we worked to improve existing processes as well. This is most evident as we rolled out a new enlisted promotions tracker, completed roll-out of CHRIS database, streamlined evaluation's report, completed \$95k track pavilion project, delivered a virtual out-processing checklist, and the list goes on!

In summary, our team, both full-time and drill status guardsmen are committed to the 139th Airlift Wing mission! Not only that, they are excellent at what they do and as we evolve our culture & skillsets, they will only get better!



Senior Airman Evelyn Snead was awarded the Hennessy Travelers Association Award by David Richmond, an evaluator for the ANG's Senior Master Sgt. Kenneth Disney Award.

Security Forces Squadron

"In times of uncertainty or fear, it's the Defender you will find is at their best. We are who you can look towards for courage and strength to overcome any obstacle set before us!" - Maj. Jeremy Funk, 139 SFS commander

This year was unlike any other, which is a sentiment that can be shared by us all. Challenges never before faced were forced upon us, once again asking to rise up and meet them. The Defenders of the 139th SFS answered the challenge and performed exceptionally well in a new, rapidly developing, and changing environment. Despite all the obstacles, we maintained the high standard of security we set for ourselves, accomplished all critical training requirements, and provided valuable support to our Nation and State. One of the significant high notes is the addition of fulltime resources. Due to the continued efforts by squadron, group, and AW leadership the Security Forces Squadron has received its largest growth of fulltime manning in recent years. NGB has allocated 4 temp AGRs, 14 temporary T32 technicians, and \$932k in SCA funds. This is a growth of 4 temp technicians and more than \$300 in SCA funds which will pay for 4-6 more state security officers in FY21.

The Covid-19 pandemic required a dramatic change to shift operations to ensure continued and unaffected security to the Wing. Our defenders answered the call and were adaptable to the needed changes. One of the most significant changes was to the shift schedule. Defenders moved to 12 hour shifts to provide improved separation of flight operations and allow the squadron more flexibility should it be needed. As the Wing implemented measures to ensure the safety of all Airmen, Security Forces was instrumental in its success. Defenders working the installation main entry control point, were responsible for cross referencing a daily EAL, which was designed to ensure proper contact tracing throughout the Wing. On average, entry controllers tracked 350 personnel daily through the EAL process. These defenders were also instrumental in augmenting the Wing's operational risk management process and conducted medical screening as individuals entered the installation. All of this critical actions taken by our members was done in addition to their daily duties. Security Forces undertook all these added responsibilities with no additional



Master Sgt. Nicholas Borgmeyer is awarded the Air Force Commendation Medal by Col. Edward Black at Rosecrans.

force increase.

The squadron's training section also rose the challenges presented by our new operating environment. As a part of the squadron's Covid-19 response plan, 10 Wing members were trained as an augmentation force to ensure more flexibility and response capability should flight operations be impacted by the pandemic. Our training section also rapidly developed a virtual lesson plan to ensure continued training of our Defenders over virtual RSD weekends. This helped ensure our defenders maintained their statuses, enabling them to be capable of supporting our Nation or State if called upon. A significant effort was undertaken to redesign our annual weapons qualification training and annual DFT. In a joint effort between training and combat arms, Security Forces qualified all its personnel on its full complement of weapon systems, all while ensuring proper Covid-19 safety procedures were followed. Their efforts resulted in 0 infections and 100% of weapon qualifications accomplished for the squadron. In order for defenders to maintain their career field qualifications, in person training is a requirement. Our annual DFT was redesigned to focus solely on these requirements all while ensuring proper Covid-19 safety procedures were followed. Our

squadron was again able to accomplish all our training requirements with no concerns of health risks to our personnel.

A significant training accomplishment for the squadron was domestic operations training. With the unrest seen throughout our country, the 139th Security Forces Squadron readied itself to be a force multiplier. Our squadron conducted intensive training utilizing our full complement of field force equipment to ensure we are the best trained and prepared force to serve our state or nation at a moment's notice. Domestic operations training is not new to security forces. We continually prepare ourselves every year for a variety of domestic activations. Our defenders are always ready if called upon and can provide a rapid response almost unmatched by any other unit in our state.

Combat Arms answered the call to qualify all AEF deployers in a very tight timeline. Instructors assigned to other duties took on the challenge and achieved complete success, all while still maintaining excellence in their primary duties for the squadron. In just over one month these instructors were able to complete 183 qualifications for the deployment. This accomplishment was done while having reduced class sizes, reduced range capacity, and increased safety procedures to ensure the safety of our deploying members. Their efforts aided in the Wing's continued capability of supporting our nation's war time effort with a 100% of the deployers achieving their qualification. In addition to the AEF qualifications the CA instructors trained and qualified SF members on the M2 and Mk19 for the last time. Those UTCs have been re-



139th defenders learn how to implement various levels of force during a training exercise in St. Joseph on Feb. 9, 2020.

| SFS Operations & Training | |
|---------------------------------|---------|
| • Weapons Qualification Classes | 76 |
| • Personnel Trained | 436 |
| • Ammunition Fired | 135,865 |
| • DBIDS Transactions | 74,099 |
| • DBIDS credentials issued | 411 |
| • SF AATTC Ops | 10 |
| • CDC/PME Course Completions | 5 |
| • Formal Course Completions | 3 |

turned for redistribution to other units. The 139th was one of the first to receive, train, and become certified on the weapon systems five years ago but since has not received a single tasking for the UTCs. Now that the M2 and Mk19 are gone Major Funk is now seeking UTCs for Unmanned Aerial Systems to enhance the local force protection posture and also increase the wartime capability of the unit.

Our squadron was also happy to welcome home SSgt Ben Slenker, MSgt Chris Black, MSgt Craig Windmeyer, CMSgt Richie and Maj Sarti from their deployments during RCP3. MSgt Black accomplished his raven deployment with high accolades. He won SNCOA of the month during his time in theater and represented the Air National Guard well. What was expected to be a 6 month deployment CMSgt Richie, MSgt Windmeyer, and SSgt Slenker, were extended to 9 months due to the Covid-19 pandemic response. All three of these defenders embodied the Mission First mentality. They had to remain in place for an additional 3 months to ensure our nations war fighting efforts were unaffected by the pandemic. Major Sarti picked up a short notice mobilization ensuring that one of the few ANG command billets in the AOR remained intact. He was deployed as Commander for the 407th ESFS for 7 months and receive the Meritorious Service Medal. All our deploying members accomplished their mission with excellence, bringing pride and honor to our squadron and state.

Communications Flight

“2020 created an environment that required the members of the 139th Communications Flight to explore nonstandard options. These options coupled with network capabilities allowed the wing to operate in a virtual setting during sustained COVID-19 restrictions.” - Lt. Col. Patrick J. Shelton, 139th CF commander

As 2020 began the Communications Flight was reflecting upon a successful and challenging 2019 having excelled in Flood operations, a UEI inspection, and breaking ground on our new communications building. We looked forward to a 2020 that would allow our organization to collect it's breath and conduct maintenance on our network along with life cycle replacement of computer and mobile device assets. We would prepare our personnel for upcoming RCP responsibilities. All these things would still be need to be met but they along with everything else in 2020 would be overshadowed by the COVID-19 pandemic. Through the efforts of the 139th Communications Flight we took the wing's largest weapons system and made it virtual in 2020.

April saw the Communications Flight conduct the wing's first ever virtual drill. It became normal operations for the remainder of 2020. In June the wing implemented a split manpower schedule. This saw CF full time personnel work every other week from home in an effort to reduce the spread of COVID amongst the wing population. Even with on base manpower at or below 50% for the remaining 7 months of 2020, the Communications Flight members were still able to accomplish great things. The entire base was switched over to the Air Force CHES email system. The flight displayed its flexibility and technical skills as the wing went through several variations of online virtual platforms to accomplish mission requirements.

Customers were using DoD Platform One Chat, along with a government approved version of Zoom to conduct meetings initially. Then the Air Force transitioned towards the CISCO WebEx meeting system before finally settling on the TEAMS/CVR platform. Each time our team adjusted, became subject matter experts and led the wing as we all learned how to use the new systems to our fullest advantage.

Still more astounding was the support our Comm Focal Point and other CF members provided the wing as we swapped out 130 laptops, 53 iPhones and 21



Construction of the new communications complex is scheduled for a 2021 completion date.

iPads for lifecycle replacement. An additional 100 laptops were requested to support ongoing wing missions in the current environment. This showed the skill, dedication, along with risk mitigation procedures that of our members followed, as they handled the physical exchange with a customer then the virtual support of the new component.

Finally, we supported the wing as the base wide building renovation and movement North continued in 2020. Building 17 and 19 were remodeled, Operations moved into the “Trailer hood”. Building 51 will start renovation in the end of 2020. While reduced base population makes these renovations easier, many aspects of the renovation still requires Comm personnel to be physically present and engaged while construction is taking place. But most important is that the new Communications Complex is being built and on schedule for a 2021 opening!

The end of 2020 is upon us and what a year it was, in large part due to COVID-19. It made tasks that normally were accomplished by walking down the hall or across the base to talk to someone or get a signature in order to close out an issue into a different process. Thanks to the Communications Flight, wing members were still able to close out those task but in a virtual world. While the virtual enterprise is allowing missions to be accomplished I long for the days that face to face in a physical interaction to return, world can be accomplished again.

Airman & Family Readiness

"We're going through this pandemic and trauma together, but life still goes on around us, so we still need to be mission ready and do what we need to do as members of the armed forces...take care of yourself, then you'll be able to take care of your wingman." - Maj. Jose Martinez, 139th Airlift Wing protestant chaplain

Resiliency will always remain a vital theme for Airman and Family Readiness Program (AFRP) and this past year was a particularly challenging year to find ways to help our Airman stay resilient while maintaining the wings readiness standards. So our focus still remained on the 4 Resiliency Pillars: Mental, Physical, Social & Spiritual.

Our Resiliency Team which consists of a full-time chaplain, director of psychological health, military family life counselor, Yellow Ribbon support specialist, personal financial counselor, Airman and Family Readiness Program manager. Drill status guardsmen available during drill weekends include: human resource advisor and equal opportunity. They all rose to the challenges of this past year once again. They succeeded in providing essential information, resources and referrals to our Airman in a steadfast manner ensuring we are "Always Ready.... Ever Willing!"

This year we helped provided approximately 156 briefings for local and abroad deployers as they headed out to protect and support our nation. The YRRP which is for only first-time deployers, transitioned from local Wing-Run events to regional events scheduled in Minneapolis, MN, and Nashville, TN. Unfortunately, due to COVID, these events become virtual, allowing the members a two-week window to participate in their particular deployment phase.

There were approximately 10 TAP Pre-Separation briefings for members being mobilized on Title 10 status and over 12 RSD virtual Topic workshops by our Resiliency Team with over 60 in attendance to each of those workshops. All done in an effort to provide the resiliency pillar topics that would help our Airman adjust to the unique virtual daily aspect of our wing. There were over 55 virtual financial briefings held along with numerous Lunch & Learns provided by our PFC. A virtual Retire Ready workshop was held with over 50 in attendance.

Our Key Spouse Volunteers teamed up and



Angela Crane, right, key spouse mentor volunteer, is presented with the 2019 Volunteer of the Year award by Kay Calton, state family program director, at Rosecrans. Crane volunteered 3,117 hours to the Airmen and Family Readiness program last year. The award is given out each year by the Missouri National Guard Family Program.

provided virtual events to support our deployed members and their families by making contact calls to each family member and supplying over 200 breakfast bags for those members deploying.

Angela Crane was awarded the Missouri State Volunteer of the year. The annual Children's Christmas Workshop had to be modified to a virtual event and became the Children's Christmas Workshop Reimagined "Polar Express Christmas Box". There were over 300 boxes delivered to families that included the "Polar Express" books, a train cookie cutter with cookie recipe, several "Polar Express" activities and hot chocolate for all and much more. This was all brought together by 2 coordinated zoom events to share the "Polar Express" book reading and breakout session for additional activities. If you are interested in volunteering, becoming a Key Spouse or just need resources or referral assistance. Remember the Resiliency Center is here for you, just call (816) 236-3939 for any assistance you may need.

Inspector General

The 139 AW Inspector General office had to adjust gears and learn to conduct business virtually, as did many other offices. Due to COVID restriction it was imperative that we continue operations and advise commanders of critical information.

Utilizing TEAMS platform the IG was able to continue to conduct inspections virtually, hold the Commanders Inspection Management Board (CIMB) meetings and provide updated dashboard metrics for the Wing. Improvising to our new telework environment as allowed us to take a more tailored approach with commanders and program managers when reviewing compliance reports. During these detailed training sessions we're able to take a deep dive into the countermeasures and implemented

actions to evaluate effectiveness.

The return on investment has proven to be a more effective avenue to close out deficiencies, bring awareness to commanders and create transparency. Our rhythm continues into 2021 with an online/telework environment prepared to meet all expectations required to maintain a fully operational IG office.



U.S. Airmen assigned to the 139th Aircraft Maintenance Squadron, Missouri Air National Guard, perform a Home Station Inspection on a C-130 Hercules aircraft at Rosecrans Air National Guard Base, in St. Joseph, Missouri, April 23, 2020. Home station checks are periodic in-depth inspections to ensure no deficiencies exist with the aircraft. (Photo by Tech. Sgt. Patrick Evenson)

Safety

Operating in a COVID-19 environment present many new and unusual challenges for the 139th Airlift Wing and the many diverse missions that it supported in 2020. Risk Management was utilized to the maximum extent possible to protect members from contracting COVID-19. SMSgt Cluck & TSgt Wheeler advised decision makers across the wing in properly evaluating risk & mitigation measures in daily operations as well as when supporting state missions involving COVID-19 testing, mortuary affairs, food distribution and delivery, and many more. Constant revisions to the wings risk management tactics in response to local pandemic levels have proven to be largely successful.

Continuing education is necessary for the successful completion of many missions in the 139th Airlift Wing. Capt. Carr, 180AS Flight Safety Officer, graduated from the Aircraft Mishap Investigation Course in February where he learned how to identify causal and contributing factors leading up to an aircraft mishap. SMSgt Cluck and TSgt Miller both attended the Weapons Safety Managers Course enabling the office to fully support the wing's expansion and future missions by assessing explosive hazards and capabilities. TSgt Ray Wheeler & TSgt Adam Agueros (241 ATCS) completed the Occupational Safety Apprentice Course in May and June rounding out the safety staff. The occupational & weapons safety teams finished off their year by completing a combined twenty-five courses for a total of 16 continuing education units (CEU's). Safety personnel are required to complete three CEU's per year.



SMSgt Cluck has joined the charge in technology and process improvement with several other units of the Air National Guard by utilizing the already well proven safety auditing software and mobile application iAuditor. This application enables multiple users to simultaneously inspect a unit, attach photos of findings, and references to the finished reports so that leadership teams can easily identify and rectify any findings. This process is enabling the safety team to conduct facility inspections and program assessments much more thoroughly and at a faster rate while also being more uniform across the Air National Guard.

Public Affairs

The 139th Public Affairs office started 2020 like every other year, then in March COVID-19 hit and the team was called into action.

Airman Janae Masoner was at Fort Meade, Maryland, completing her technical school when COVID-19 began to cause havoc on our country and state. Once she graduated, she stepped up covered missions with the school meals and food bank support missions in western Missouri.

Senior Airman Andy Rivera was also at Fort Meade for technical school when COVID struck. When he graduated, he was immediately activated and provided PA coverage for western Missouri with the COVID testing sites as well as the school meals and food bank support missions. Rivera also spent time at JFHQ in Jefferson City assisting with press releases, social media and coverage for local missions.

Staff Sgt. Audrey Chappell mobilized and went to St. Louis to provide coverage for the eastern half of the state. She documented the joint efforts of the MONG as they stood up and manned an around the clock Alternate Care Site in Florissant, Missouri, to help the hospitals with Covid-19 patients. She also provided coverage for the school meals mission, food bank support, civil unrest and covid testing missions.

Tech. Sgt. Patrick Evenson hit the ground running when the wing was called upon to assist with the pandemic. Evenson was an integral member of the



Soldiers assigned to the Missouri Army National Guard package a nasal swab sample for testing, at a drive-thru COVID-19 testing site in Independence, Missouri, May 26, 2020. (Photo by Tech. Sgt. Patrick Evenson)

state missions as he covered western Missouri for the Covid testing, school meals program, food bank support and civil unrest.

Master Sgt. Michael Crane took the helm for the 139th and state missions in western Missouri in ensuring the missions had proper PA support with Covid testing, school meals program, food bank support and the civil unrest missions.

2nd Lt. Adam Miller was mobilized as the liaison officer working in the Joint Information Center at JFHQ. He was responsible for the smooth flow and transition of information between state PA and various state agencies. Following the stint at JFHQ, he joined Maj. Rhonda Brown in western Missouri to assist with the Covid testing, school meals program, and food bank support missions.

Capt. Sean Navarro was one of the first officers mobilized to JFHQ to assist state PA in planning, preparing and dispatching PA assets around Missouri to ensure proper PA coverage.

Maj. Rhonda Brown was initially mobilized to assist at JFHQ, then was assigned as the OIC for western Missouri where she led a joint team of Air Force and Army PA assets ensuring proper PA coverage for the Covid testing, school meals program, food bank support and civil unrest.



Staff Sgt. Audrey Chappell, a public affairs specialist, video captures Airmen of the Homeland Response Force during training at Rosecrans. (Photo by Airman Basic Janae Masoner)

Advanced Airlift Tactics Training Center



Col. DeAnna Franks
AATTC Commandant

The Advanced Airlift Tactics Training Center began our year in 2020 with a drive to institute new practices in our training syllabi and to execute a broader international partnerships with the European Air Transport Command (EATC) and the European Defense Agency (EDA) by being the first US crew to train with their

schoolhouse, the European Tactical Airlift Centre (ETAC). As with many organizations in 2020, we learned quickly where to divert course as necessarily while staying operational resilient throughout.

In January of 2020 the AATTC hosted a very robust Air Mobility Tactics Analysis Team (AMTAT) intelligence engagement that reviewed military posture and problem sets in the classified realm and saw over 45 tactics and intelligence professionals come together to discuss these matters. This intense level of elite study for world strategies is the foundation upon which many other AATTC courses

and conference representations are built from. In February, AATTC staff held our annual winter training. We saw growth in refining our courses syllabi while also completing the Community College of the Air Force accreditation update for all of our instructors.

February also brought about leadership change for the AATTC. Colonel DeAnna Franks, prior Vice Commandant and the senior reserve officer, was named Commandant of the unit, marking her as the first female to hold the position in the AATTC's 37 year history. Colonel Adam Thomas, prior Operations Group Commander for the 139th filled the Vice Commandant position until October of 2020 when he took a new assignment to the Pentagon as the A3/ANG liaison.

Following this transition of leadership we embarked on the challenges that faced all military units with the impact of the COVID-19 global pandemic. The AATTC had to shut our doors and not hold active courses between April and the middle of July. During this time period our staff, in collaboration with the 139th Airlift Wing leadership, took the



initiative to create a Wing Operations Center (WOC) and accountability process. In true tactician form, these AATTC members were dedicated “24/7” to creating a Pandemic Contingency Operation directive, as well as spent dedicated continual hours on a data-driven wing-wide Unit Tasking Request program. The creation of the WOC enabled the wing to be one of the first in the nation to operate in a split-wing concept and provide the foundation to safely minimize exposure to COVID-19 while still being able to answer our nation’s call. The AATTC quickly countered to a virtual training environment over the summer. Although courses were cancelled initially, we stood up our own AATTC COVID reaction team alongside the 139th medical nurses to formulate the best means to reinstate our programs. The team established aggressive mitigation and sanitization procedures, which allowed us to resume our courses at the end of July. For social distancing reasons, we calculated a proper decrease in attendance numbers for students and crews in the courses and limited the exposure by our staff and instructors.

The training we provide at the AATTC is mission essential to our combat tactics airmen. The AATTC in St. Joseph, Missouri is the home of tactical excellence for mobility aircraft, and focuses on increasing the

warfighting effectiveness and survivability of mobility forces of the United States, as well as our international allies. We want to ensure that full health safety can be maintained for our students and our cadre, staff and base personnel. Over our now 38 year history we have continued to develop fine-tuned instruction as the landscape and requirements change in this tactical environment and even now with COVID-19.

As we look ahead to 2021 we will continue our safe posture of instruction in our AATTC courses and hope to fully reopen our curriculum again for our international partners to join. We are in the planning stages to re-attempt our participation with our NATO and European partners during their European Tactics Airlift Center ETAP-C Course in May of 2021. The members of the AATTC stand ready to engage tactically in the midst of this unexpected pandemic and unprecedented operating environment.

“Flexibility is the key to airpower.” This quote by Italian airpower strategist, Gen Giulio Douhet penned in 1920, means that the best outcome depends on the ability to be flexible and adapt to ever changing demands and situations. This could not be more true - even a century later - for our airmen and our members of the Advanced Airlift Tactics Training Center.



AATTC - Training Division

Courses

- Advanced Tactics Aircrew Course (ATAC)
- Advanced Air Mobility Intelligence Course (AAMIC)
- International Mobility Intelligence Course (IMIC)
- Mobility Commanders Tactics Course (MCTC)
- Mobility Datalink Manager's Course (MDMC)
- Combat Aircrew Tactics Studies (CATS)
- Mobility Electronic Combat Officer Course (MECOC)

This fiscal year, the AATTC Training Division executed 18 separate courses as directed by AMCI 11-207, providing exceptional, “one of a kind,” training for over 363 U.S. and allied students, to include the country of Japan.

ATAC: There were 6 AATTC flying courses this fiscal year featuring 2 ½ days of academics and 9 flying sorties. We trained a total of 141 MAF crewmembers, broken down as follows: AMC-26, ACC-5, ANG-58, AFRC- 34, USMC- 6, PACAF-6 and 6 allied. Allied students were trained from the following country: Japan. POC Major Butch Brennan

AAMIC: This three-week course, held in conjunction with the Aircrew Course, affords intelligence and aircrew personnel the opportunity to brief, mission plan, and fly together - fostering improved interoperability and increased combat capability. We had a total of 6 AAMIC classes this fiscal year with 60 AAMIC students broken down as follows: AMC-32, ANG-20, AFRC-1, ACC-1, USMC-1, USAFE-3, and PACAF-2. POC Lt Col Sue Vogel, DSN 356-3742

International Mobility Intelligence Course (IMIC): This two-week course, held in conjunction with the Aircrew Course, affords intelligence and aircrew personnel the opportunity to brief, mission plan, and fly together - fostering improved Allied interoperability and increased combat capability. This course is based on the original Advanced Air Mobility Intelligence Course. There was a total of 0 IMIC class held this fiscal year. POC- Capt Matt Cotter, DSN

356-3546

MCTC: The AATTC instructors provided a two-day tactics refresher for squadron and group commanders, squadron operations officers, and intelligence commanders. MCTC better prepares these officers for their leadership duties and responsibilities while deployed to an area of operations. There were 2 MCTC classes held this fiscal year. A total of 18 leaders were trained broken down as follows: AMC-11 and ANG-7. POC Maj Mike Gard, DSN 356-3732

MDMC: The Mobility Air Force's Datalink Manager's Course was offered 1 times this fiscal year with 8 attendees broken down as follows: ANG-1, AMC- 6, other-1. As units across the MAF continue to be outfitted with Real Time Information in the Cockpit (RTIC), we have seen an exponential increase in requests for training. This course focuses on developing unit level subject matter experts to establish and maintain wing datalink infrastructures and training programs. All MAF datalink systems are taught with emphasis on the Situational Awareness Datalink (SADL) that is being installed on the ARC C-130H fleet, as well as the regular Air Force C-130J and C-17 fleets. POC- Major Jim Hodgson, DSN 356-3774

CATS/MECOC: This two-week academic course is an AMCI 11-207 requisite for Tactics Chiefs. There were 3 CATS/MECOC class held this year with a total of 136 CATS-MECOC students trained broken down as follows: AMC-68, ACC-4, ANG-29, AFRC-14, PACAF-7, USAFE-9, AETC-3, and USMC-1. POC Lt Col Tom Kampmeyer, DSN 356-3688



AATTC - Development Division

AATTC's Development Division is focused on supporting AMC, AFRC, and ANG efforts in developing, testing, and training relevant tactics based on currently installed equipment, operator needs, and adversary TTPs.

Tactics Development: Lt Col's Teufel and Rees attended MAF WEPTAC and supported TSgt Tonisha Odom and TSgt Davenport in running the AMC Tactics Review Board (TRB). This conference adjudicated more than 60 Tactics Improvement Proposals (TIPs) covering new and emerging tactics for all AMC airframes. Lt Col Rees and Teufel also supported the ARC WEPTAC helping the ARC C-130 force prioritize NGREA funding for acquisition of COTS/GOTS equipment. Lt Cols Teufel, Haugsven and SMSgt Ryan Blake were SMEs integral in developing/clarifying C-130H Aircraft modernization requirements for the C-130H AMP Cockpit Working Group. During this time SMSgt Ryan Blake also acted as a SME for an AIB for a contingency related incident. Lt Col Haugsven was the mission planning chapter lead and attended the 3-3.C130H and 3-1.C-130 re-write conference providing expert updates to C-130 tactical employment. Unfortunately, the 22AF/4AF CPC was cancelled in April however, AATTC TD continued to work with 22nd and 4th AF to work the Prioritized Integrated Requirements List (PIRL). Lt Col Teufel created an AATTC team to ensure that GTRI projects were properly prioritized, funded, and guided. This team assigned project managers responsible for each project from cradle to grave. Additionally, All of Development Division gave maximum support to every major MAF conference this year, to include the AATTC Tactics and Intelligence Symposium, MAF WEPTAC/TRB, and ARC WEPTAC.

Electronic Warfare Systems: All of Development Division provided EW expertise to CATS-MECOC to ensure the course continues to be the preeminent source of knowledge for MAF tacticians around the globe. Lt Col Teufel, Lt Col Rees, Capt Bigham, and Maj Hodgson visited with GTRI to solidify the latest requirements document for the Mobility Electronic Training Environment (METE). As well as ensure that



the project was progressing as required.

Datalink: The Datalink team continued to be on the cutting edge of Datalink development for the MAF. They re-wrote the Mobility Datalink Managers Course into a four day course to support increased MAF use of Link-16. They were designated as one of five MAF TDL training suite sites which will receive SADL, Link-16, Saat radios and scenario generation computers. Additionally, the team provided an airborne demo of Space Jam 2 go (SJ2G) on the C-130H and C-130J increasing the CDO training for those MAF platforms.

Tactics Analysis: TA championed multiple GUNSLINGER SMOKE intelligence products supporting Tactics Development initiatives and Test efforts for both the active duty and ARC, providing expert classified analysis on a variety of topics. This support is critical in the advancement of items on both the AMC Test Priority List (TPL) and the ARC Modernization Book that allocates funding to future integration of capabilities for the MAF.

AMTASE: SMSgt Chris Strunk hit the ground running as the new Chief of the AMTASE. He and SSgt DeVon Davis collaborated with multiple intelligence community agencies and tactics analysis teams to further hone efforts to prepare for AMTAT 2021 by contributing multiple AMTASE PONY EXPRESS products, as well as white papers, that highlighted new adversary TTPs and threats to MAF.

Weapons Instructor Course

We are proud to announce the formalization of the C-130 Weapons Instructor Course (WIC) at Rosecrans ANGB, MO. The WIC has operated here successfully here since 2015. However, in 2020, the National Guard Bureau, Air Force Reserve Command, Air Mobility Command, and Air Combat Command codified our operations and command structures for the first time. Designated as the USAF Weapons School C-130H Division, our team remains a composition of AATTC Guard and Reserve personnel under the operational direction of the 29th Weapons Squadron at Little Rock AFB, AR.

We began this year focused on recruitment. We traveled to multiple airlift squadrons providing aircrew tactics instruction, mentoring unit tacticians, and holding open discussions about the WIC. Our recruiting efforts built great relationships and resulted in two Guard and two Reserve students for a class in the second half of 2020. These students are on track to reenter the fleet as newly minted weapons officers.

Like everyone, COVID-19 affected operations. In the C-130H Division, some members spent the first few months developing and executing the wing's



COVID-19 risk mitigation plan. However, by summer, others took over that mission, and the entire C-130H Division was back to building, teaching, and leading. As always.



A C-130 Hercules aircraft, assigned to the 180th Airlift Squadron, taxi's along the flight line, after a flight at Rosecrans Air National Guard Base, in St. Joseph, Missouri, April 1, 2020. The crew and aircraft were conducting a routine training mission. (Photo by Tech. Sgt. Patrick Evenson)



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